



Foreign Area Officer (FAO) Community Update

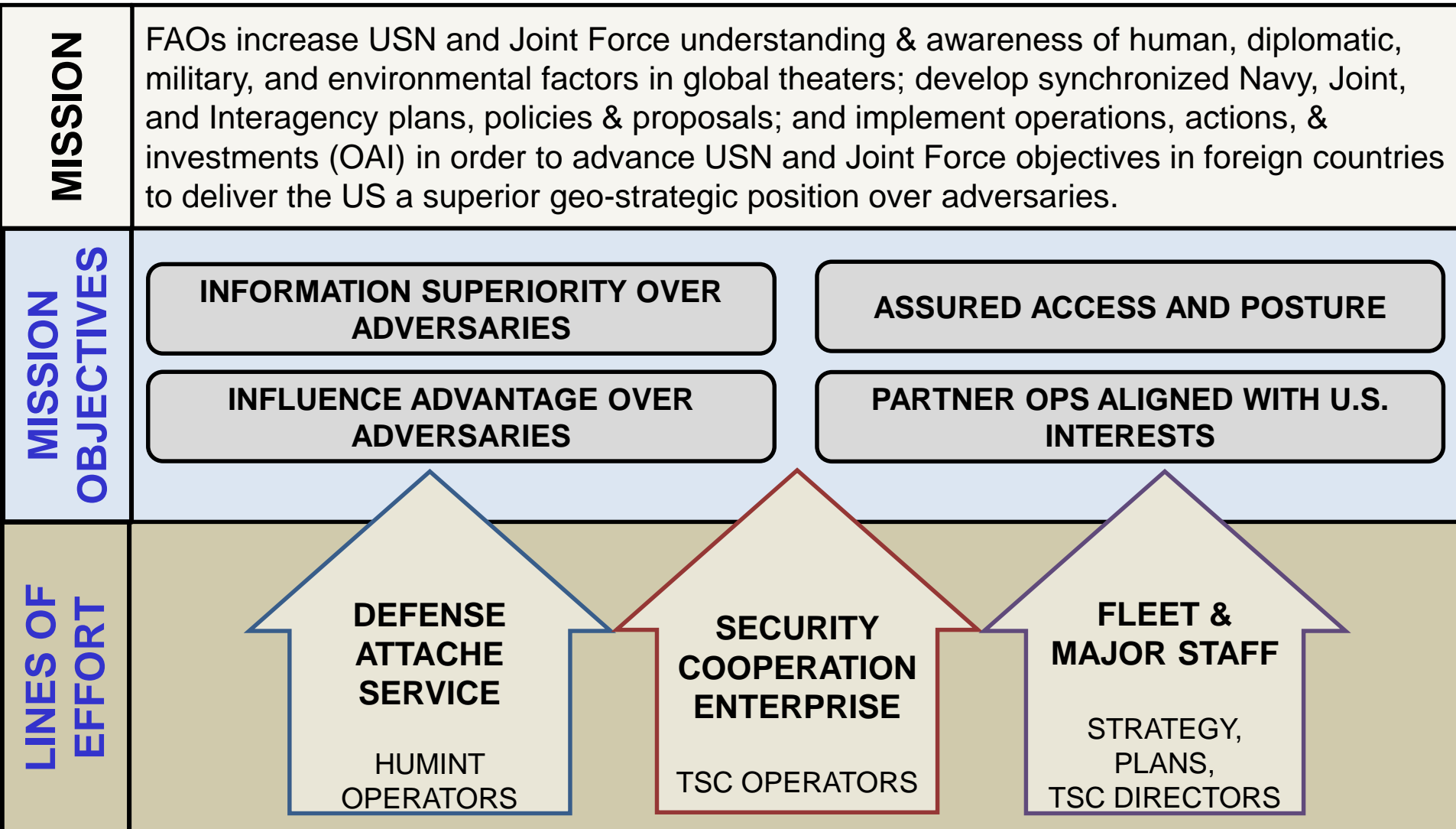


Updated by:
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FAO Community Manager
BUPERS-314G

January 2020



Foreign Area Officer Mission



FAOS ADVANCE U.S. NAVY & JOINT FORCE OBJECTIVES IN FOREIGN COUNTRIES AND THEATERS



Community Vision & Values

Lead Fleet-Centric Strategic Effects: FAOs are full-spectrum, cross-functional strategic effect operators FIGHTING FORWARD across all domains to plan and guide operations that *yield decisive advantage over Great Power Competitors in EVERY THEATER*

Leadership: Strengthen leadership training cycle to ensure ethical, resilient, visionary, and effective Navy LEADERS (JFAO I, Intermediate Leadership Course, Senior Leaders Seminar, Cornerstone)

Forward Readiness: Strengthen FAO pyramid, enhance warfighting & campaign planning expertise, and solidify interagency functional expertise to ensure a ready corps of forward-based FAOs on station achieving integrated naval strategic effects.

Build on a Culture of Excellence: Enhance community awareness, cohesion, and esprit de corps as valued cross-functional, full spectrum, forward operators

Community Values:

Service to the country, Navy, and family
Integrity, always honorable & ethical
Respect for others & ourselves
Resiliency for the mission & family

Valued Credentials:

Leadership & teamwork
Fleet-integrated, operational experience
International/Interagency functional expertise
Navy/Joint campaign planning expertise

A Culture of Excellence in Service To The Country – FORWARD & READY



Community Overview

Foreign Area Officer Community

- Enterprise Lead
VADM Phil Sawyer, 1120, OPNAV N3N5
- FAO Flag Lead / Community Sponsor
RDML David Manero, 1710, SDO/DATT London

Snapshot

- 400 FY20 Officer Programmed Authorization (OPA)
- 385 officers in inventory (+5 redesignations pending from Aug '19 Lateral Transfer board) =390
- 125 FAOs in training / unqualified (FTs)

Concerns/Issues

- FAO community is undermanned by 13% at CAPT and 7% at CDR
- High demand for FAOs to fill non-FAO billets further exacerbates distribution challenges
- Training track for language coded billets (majority of CAPT/CDR billets) averages 17 months. With no student billets for CDR or CAPT, every CAPT/CDR in training equates to a 1 for 1 gapped operational billet

Background

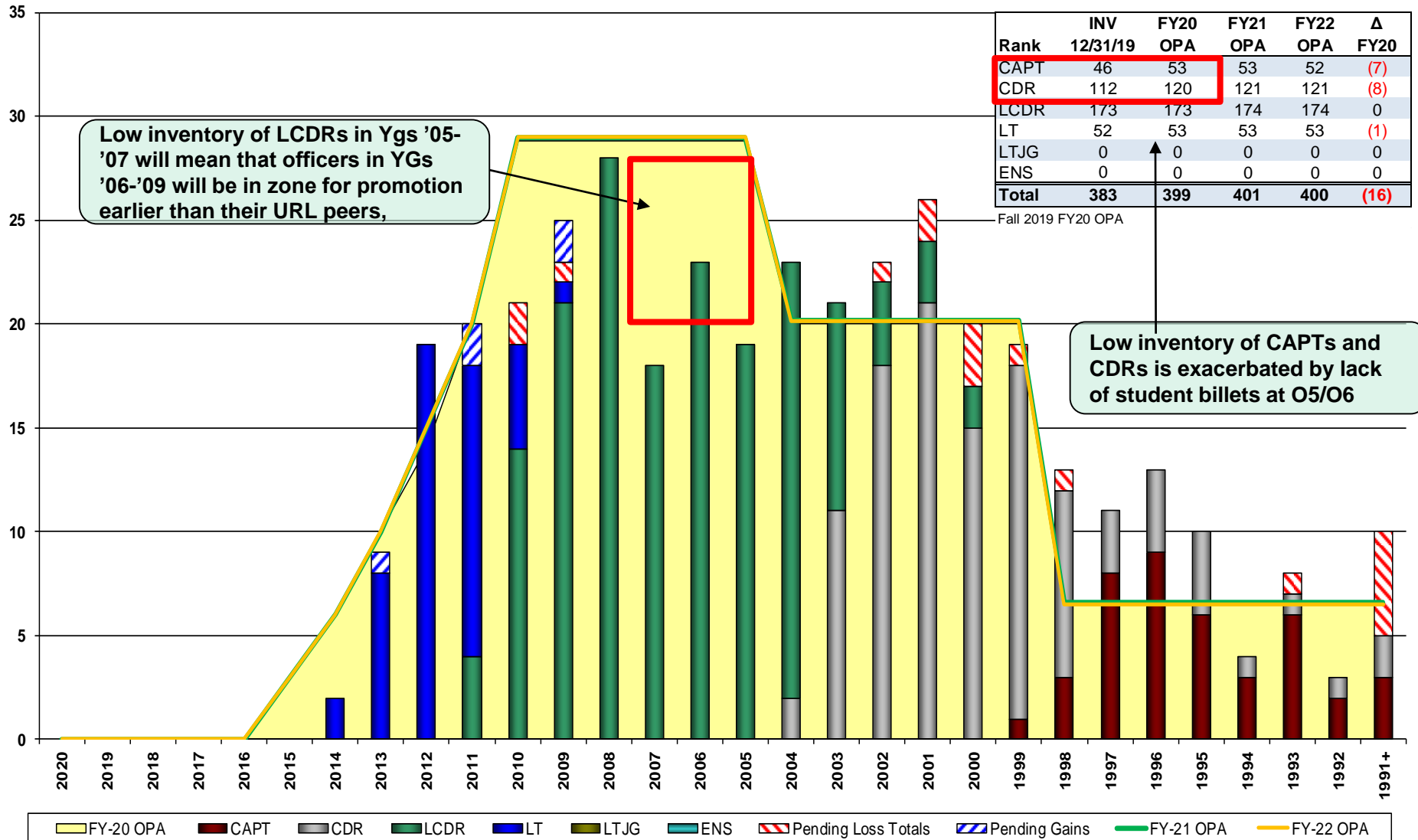
- Where We Serve: (Billets Authorized)
CENTCOM-32 INDOPACOM-91
SOUTHCOM-51 EUCOM-64 AFRICOM-46
Non-regional-28 Training-68 TPPH/RHA-17
- 41 FAOs in non-FAO operational billets
- 11xCDR and 3xCAPT FAOs in Attaché/language training w/out O5/O6 Student billets
- Accessions:
FY20 Plan: up to 42 Lateral Transfers, 2 Indefinite Recalls

Way Ahead

- POM 22 request for Student billets: 4xCAPT, 7xCDR and 3xLCDR
- Maximize use of Retire Retain and Expanded Continuation to plus up CAPT
- Recruiting top talent for lateral transfer to FAO
- Shape billet base to maximize FAO impact in GPC with a mind towards CONUS/OCONUS balance and career development



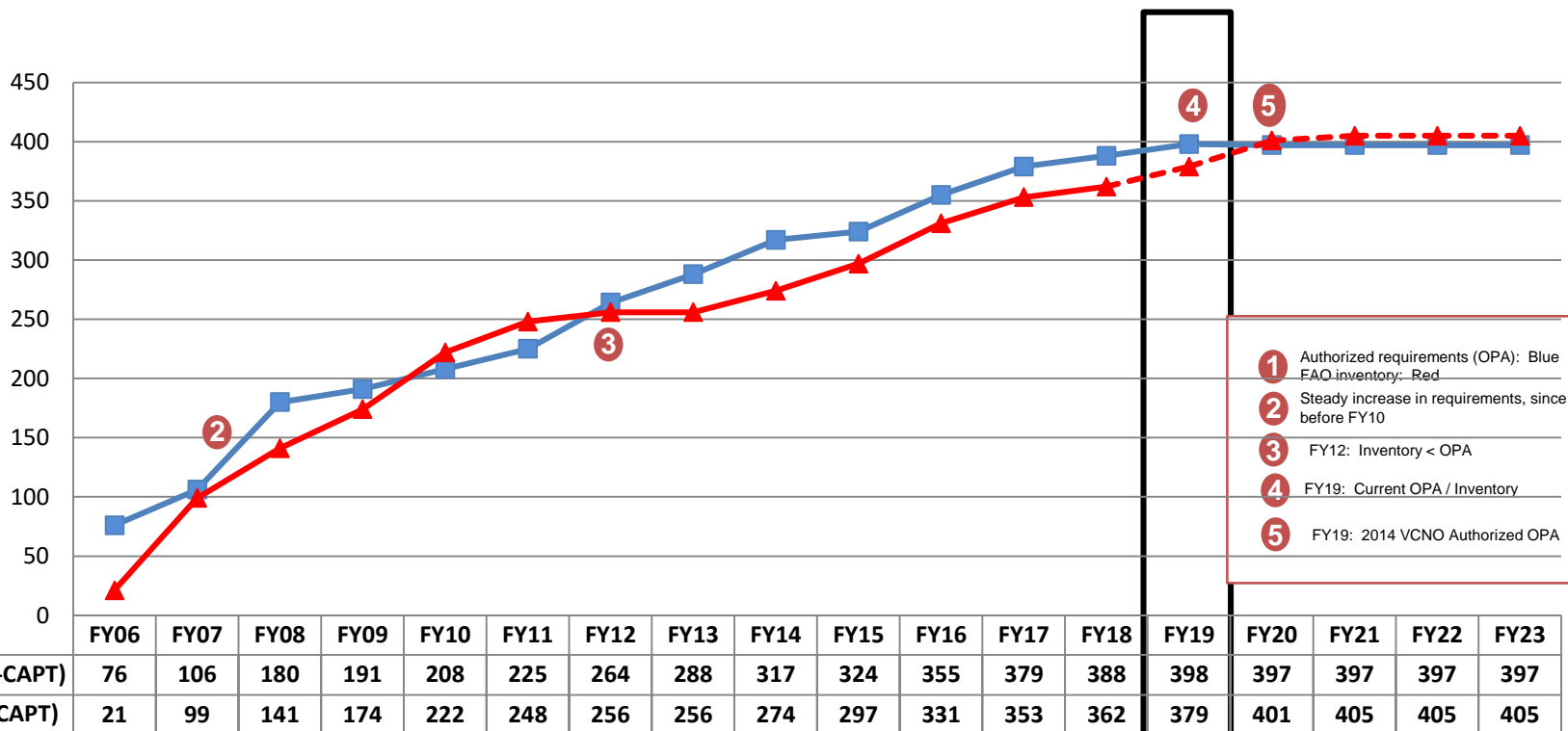
FAO (1710) Manning by YG



OPA vs Inventory History



FAO OPA versus INVENTORY (FY2006 - FY2023)
as of 09 Sep 2019



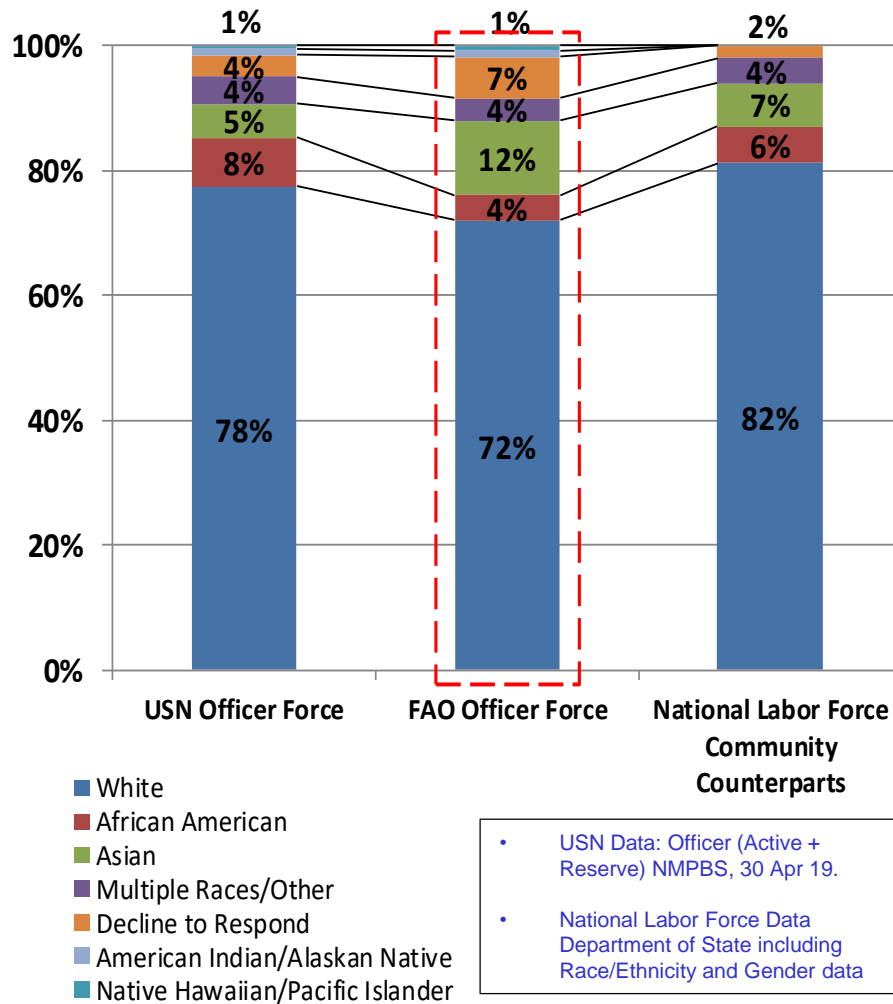
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	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19
Accession Plan (LAT XFER)	46	46	46	46	46	46	48	48	48	48
Execution	48	22	39	18	36	46	38	48	42	41
Percent Executed	104%	49%	85%	39%	78%	100%	79%	100%	87%	85%

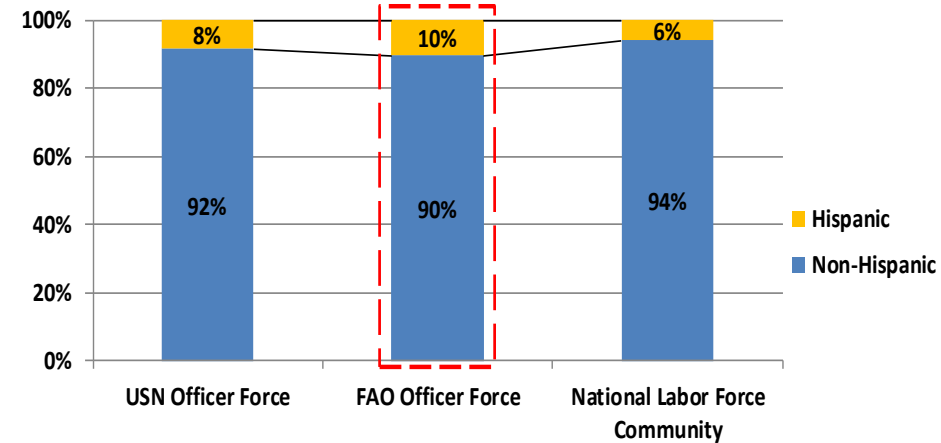


Demographics

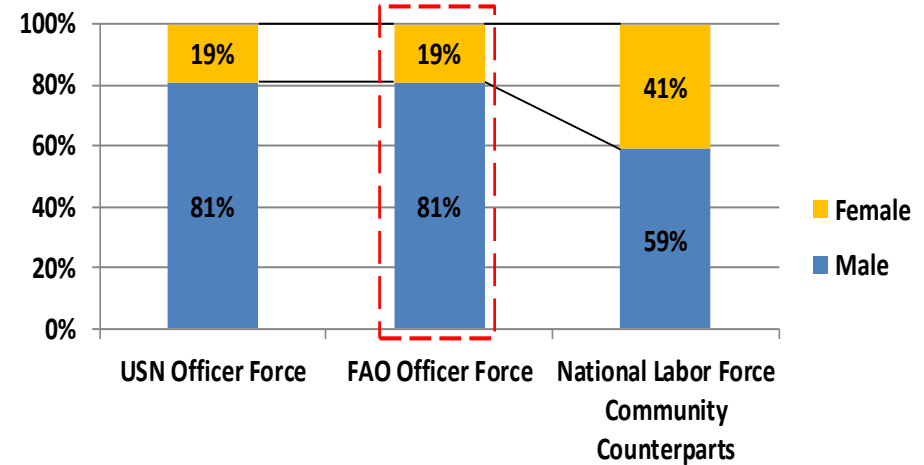
Racial Comparison



Ethnic Comparison



Gender Comparison

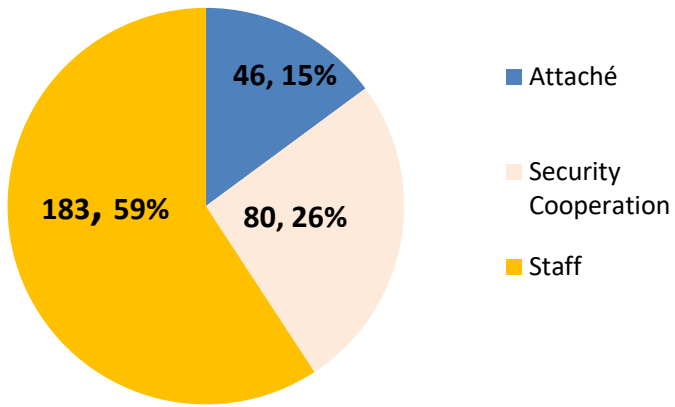




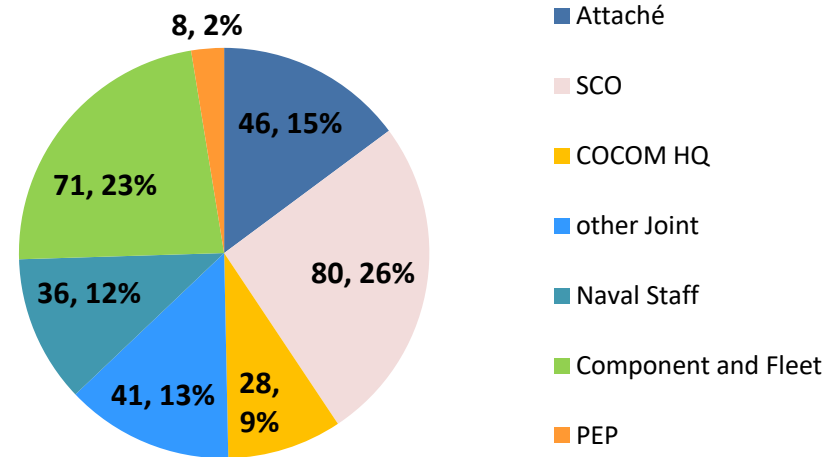
Where We Serve

Billets: 401 AC billets (FY20) coded for 35 different languages
(309 Operational + 7 community + 68 training + 16 TPPH + 1 RHA)

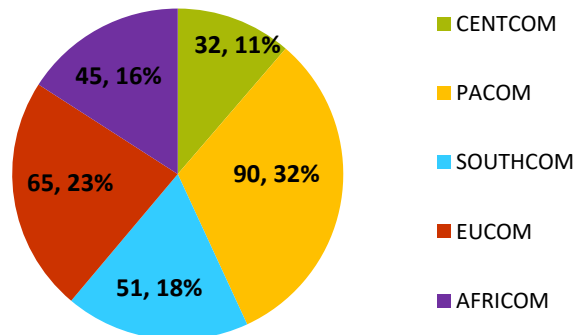
Three Lines of Work



Billet Distribution



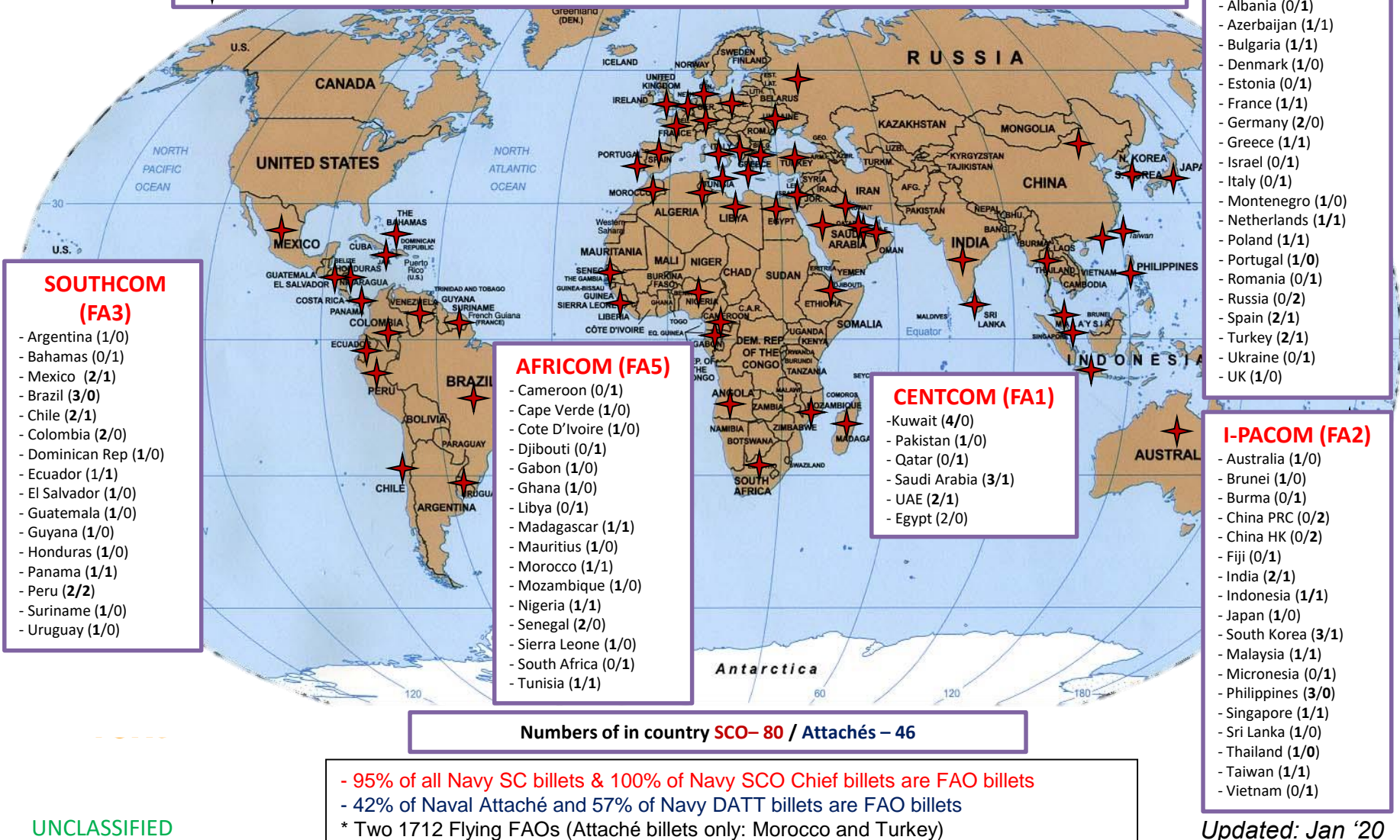
FY-20 Regional Billet Distribution by AOR





Embassy Presence (FY20)

★ SCO and Naval Attaché Billets (FY20 Baseline): 126 Overseas Billets





Staff & PEP Presence (FY20)

★ Regional and Community Support: 180 Billets (76 Overseas)

PEP - 8

- Germany
- Turkey
- Italy
- Korea
- Japan
- UK
- Brazil
- Argentina

FAOs in NON-FAO Billets cause FAO Billets to be gapped

Washington, DC

DOD (1)
State Department (7)
JCS (4)
DIA (5)
DSCA (2)
NIPO (12)
OPNAV (17)
OPNAV MCIS/GCCS (1)
NIA (1)
CHINPERSUP (3)
DUSN(P) (1)
INTERAMER DEF BD (1)
UNPKO (2)

Fort Meade, MD

USCYBERCOM (3)
Fort Belvor, VA
DTRA (1)

Norfolk, VA

FLTFORCOM (3)
COMSECONDFLT (2)

Miami, FL

SOUTHCOM (4)

Tampa, FL

CENTCOM (2)

Mayport, FL

NAVSO (3)
DESRON 40 (1)

San Diego, CA

COMTHIRDFLT (2)

Monterey, CA

NPS (1)

Millington, TN

BUPERS (1)
NAVPERS (2)

Honolulu, HI

USINDOPACOM (5)
PACFLT (9)

DSCA APC (2)

DPAA West (1)

Dayton, OH

DISAM (2)

Little Creek, VA

NSWG 10 REG P&A (4)

Col. Springs, CO

USNORTHCOM (1)

Annapolis, MD

USNA (1)

Regional Support

- COCOM HQs
- State Dept & UN
- DUSN & JCS
- DSCA & NIPO
- NCCs & # Fleets
- DIA
- SOCOM

Community Support

- Navy Senior Lang. Authority N13F
- OPNAV N52
- NPC Millington
- NPS Monterey

Foreign War Colleges

Brazil	Jan 20 - Dec 20
Canada	Aug 19 - Jul 20
France	Feb 20 - Jun 21
Korea	Jan 20 - Nov 20
Germany	Sep 20 - Sep 22
Indonesia	Aug 20 - Nov 21
Japan	Jan 20 - Mar 21
Colombia	Jan 20 - Dec 20

UNCLASSIFIED

Updated: Jan '20 10



Reserve Component FAO

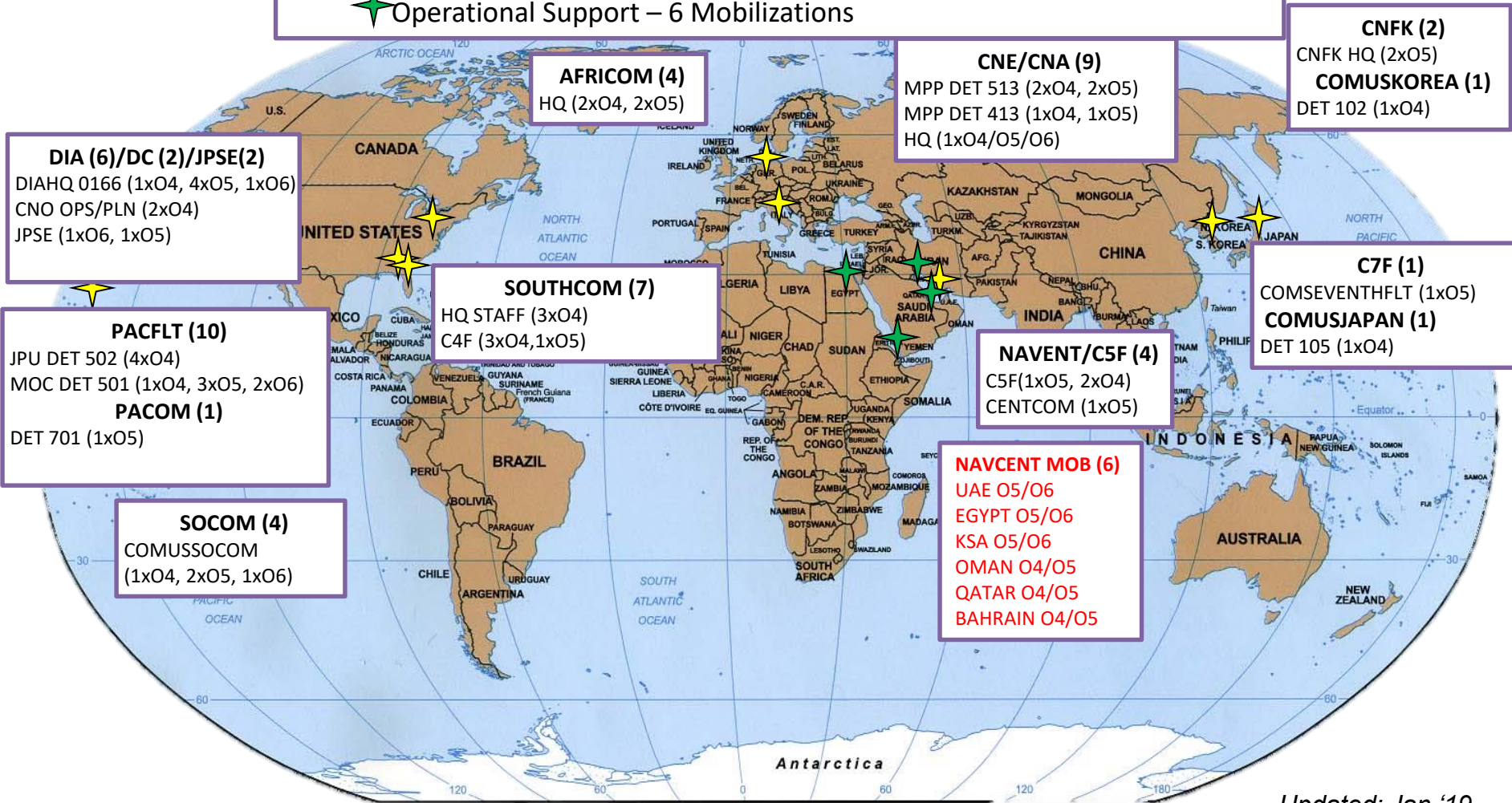
- **RC FAO OCM LCDR Chris Webster**
- **Senior RC FAO is Captain (Select) Mike Bruno**
- **RC FAO re-designation requirements:**
 - **2/2/1+ minimum DLPT/OPI (RC has no funding for initial language training, although there is funding available for language sustainment)**
 - **Regionally Focused Masters (Constructive Credit Waivers possible)**
 - **1 year in region experience minimum (3 years for CCW)**
 - **TS SCI Eligibility**
 - **Overseas Screening for member only (RC FAOs not dependents)**
- **No RC Detailers- compete for orders via APPLY/JOAPPLY**
- **COCOMs and Components communicate requirements through OSOs**

If there is FAO work that is identified for RC please contact FAO OCM & OSO



RC FAO Presence (FY20)

- ★ Regional and COCOM Support: 54 Billets (21 OCONUS)
- ★ Operational Support – 6 Mobilizations



Updated: Jan '19



Community Governing Policy

- **DOD Directive 1315.17 (28 Apr 2005)**
 - Directed Services to develop, resource, and sustain FAO programs
 - Established core FAO qualification requirements: language, in-region experience, regionally-focused graduate education
- **DOD Instruction 1315.20 (28 Sep 2007)***
 - Introduces requirement to resource an RC FAO community
- **SECNAV Instruction 1301.7A (01 May 2019)**
 - Introduces JFAOC phase I requirement
 - Establishes TS-SCI eligibility requirement and requirement for funding of medical and clearance
- **OPNAV Instruction 1301.10C (10 Jun 2016)***
 - Primary source for Navy FAO community management guidance
 - Delineates the roles and responsibilities for FAO Community Sponsor & Policy Advisor
 - Establishes continuing education requirement for senior FAOs
 - Provides guidance for aviation qualified FAOs (FFQ)
 - Sets in-region experience at one year

Overarching DoD Language Regional Experience Culture Policy

- **DoD Directive 5160.41E (21 Aug 2015)* Defense LREC Program**
- **DoD Instruction 5160.70 (30 Dec 2016) Management of Defense LREC**

* denotes policy is undergoing revision



Bonus Pays

- **FAOs do not receive discreet Special or Incentive Pays; however,**
- **As career linguists, FAOs receive FLPB based on language proficiency, up to \$1000 a month**
 - **DODINST 1340.27 and OPNAVINST 7220.7H provide guidance**
 - **Stepped increases based on proficiency level**
 - **Requires annual testing to maintain pay**
- **FAOs can also receive Sea Pay, HDIP, IDP, etc. depending on posting**
- **Authorized HDIP for Aviation Qualified FAOs while in a flying Attaché billet**



Aviation Qualified FAOs (AFAOs)

“Develop a program similar to the Aeromedical Dual Designator Program, which will enable the Navy to safely utilize its cadre of FAOs previously designated as aviators, and leverage the unique [LREC] skills that these officers bring to the DAS.”

Secretary of the Navy, 28 Oct 2013

- **Policy**

- Previously designated **1310s ONLY**
- **1710 Designator + FFQ Additional Qualification Designator = AFAO**
- **Aeronautically Designated Personnel per NATOPS, OPNAVINST 1301.10C, and NOOCS**

- **Billets**

- **AFAOs fill 2 of the 13 Navy Flying Attaché Billets**

- **Personnel**

- **~ 50 AFAOs / 10 year rule / in-good standing**

Career Path limits ability for FAOs to have less than 10 years out of the cockpit



Lifecycle Skills Progression

FORMAL TRAINING INVESTMENT

- Regional Graduate Education (NPS)
- JPME Phase I
- Acquisition Language Training (DLI)
- Joint FAO Phase I
- Intermediate Leadership Course (ILC)
- Defense Institute of Security Cooperation Studies (DISCS)
- Joint Military Attaché School (JMAS)

- Joint FAO II
- Language Sustainment
- Additional Language Training, as required
- JMAS/DISCS

- Senior Leaders Course (SLC)
- JPME Phase II
- Senior FAO Pro Development

ACCESSION / INITIAL

- Acquisition Training
- Action Officer

QUALIFICATION

MID-CAREER

- Navy Program Manager
- Dep Program Manager
- Operations Officer
- Attaché /Assistant Attaché

MILESTONE

SENIOR

- Navy Component N5 Director
- SDO/DATT
- Navy Program Manager
- DSCA/NIPO Country/Regional Director
- Attaché

SKILL DEVELOPMENT

Strategic Leadership

Expert Regional Knowledge

Multi-Country Specific Expertise

HUMINT Experience

Country Specific Expertise

National Strategy O Plan

Basic Regional Language

Academic Regional Knowledge

5-11 YCS

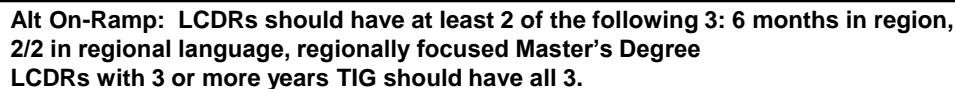
12-16 YCS

17+ YCS

RELEVANT, READY, LIFELONG, LEARNING



Depicts three primary source communities
All communities eligible to lateral transfer



2x Looks for Milestone Screen (M/S)
Held at Year of Selection and Year of Selection +1
Q5 ~ 70-80% (*% adjusted to meet requirements)

SECNAV approved for use during FY20 Statutory Promotion Boards



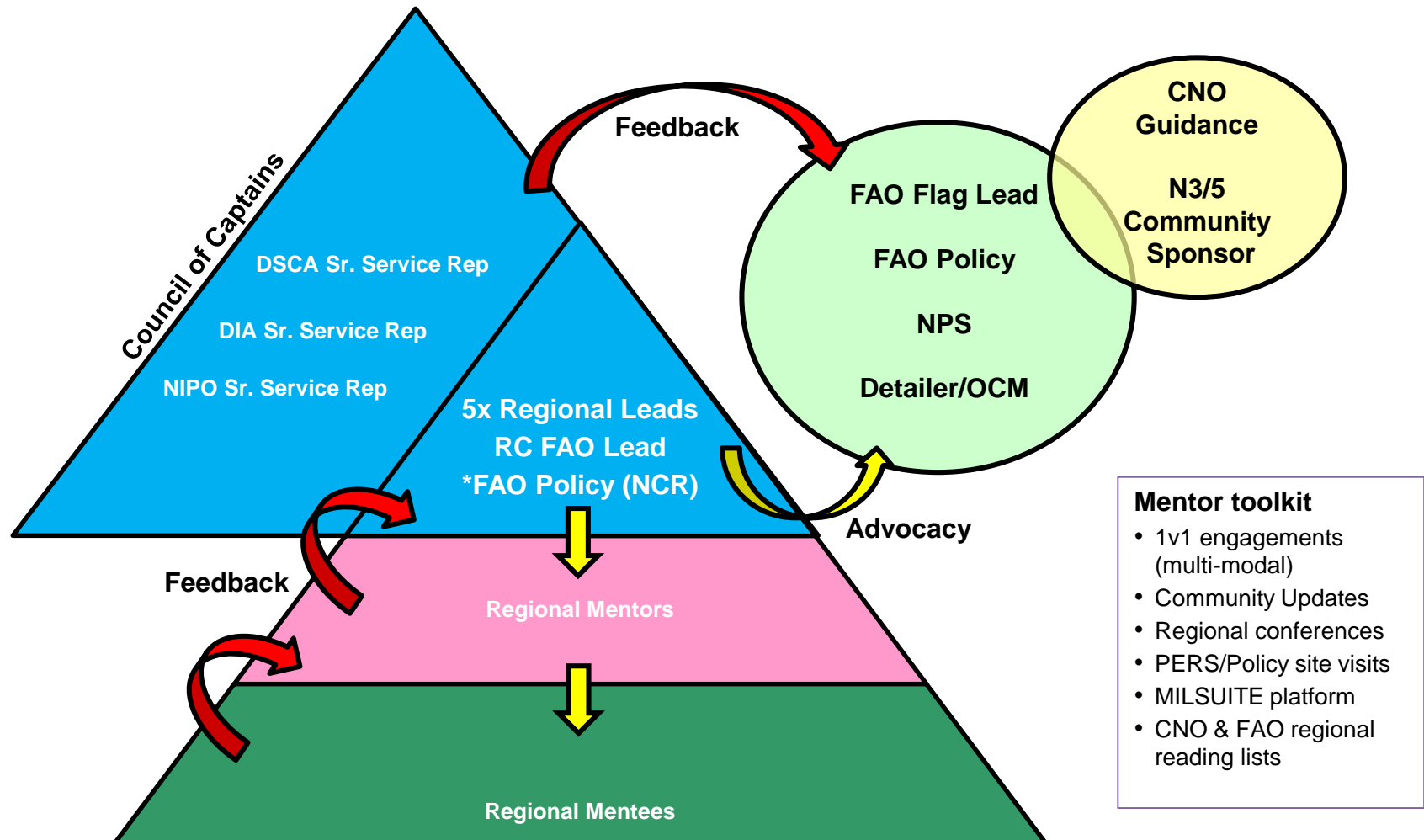
Foreign Area Officer Community Values

- **Valued achievements prior to LIEUTENANT COMMANDER**
 - Sustained superior performance and progress toward attainment of community qualifications
 - Demonstration of increasing levels of responsibility and sound judgement
- **Valued achievements prior to COMMANDER and COMMANDER MS SCREENING**
 - Sustained superior performance in increasing levels of responsibility as a LCDR in a FAO Staff, Defense Attaché or Security Assistance / Cooperation tour
 - Completion of FAO qualification standards (FAO Qual [Region] AQD)
 - Regional experience involving direct international engagement of foreign partners
 - JPME Phase I
- **Valued achievements prior to CAPTAIN**
 - O-5 Milestone screened, and superior performance in CDR Milestone tour
 - Significant experience leading, planning, and executing international engagement activities
 - Security Assistance Office (SAO) or Defense Attaché Office (DAO) experience
 - Major staff or community leadership tours
 - JQO, or progress toward

**SECNAV approved for use during FY20
Statutory Promotion Boards**



Leadership & Mentorship Framework



Growing FAO leaders with the vital skills to help build the Navy our Nation needs...
... to address the global challenges of Great Power Competition



Manning & Training Way Ahead

- **Accessions**
 - Address enduring requirement: Approximately 40 Lateral Transfers targeted for 2020 to hit 405, then 25-30 Lateral Transfers per year as required to replace losses
 - Focus primarily on LT and junior LCDR for lateral transfer; plus *limited* targeting of senior LCDRs to fill specific community requirements
 - Indefinite recall quota (maximum of 3 accession per year)
 - Sharpen recruitment strategy and messaging to attract “best candidates”
- **Leader Development**
 - Implementing CNO Leader Development Initiatives
 - NLEC Senior Leader Course for FAO Commanders (FY20)
 - NLEC Intermediate Leadership Course for newly accessed O3/O4 FAOs
 - Navy FAO-specific training on Leadership and Ethics
 - FAO Senior Leadership Symposium
- **Billet Base**
 - COCOM / NCC / Stakeholder coordination: continue impactful billet adjustments to address fleet/joint mission requirements
 - Ongoing RC FAO billet adjustments
 - Currently 41 billets for 54 officers
 - Uneven regional billet distribution



Community Management

Team Millington

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FAO Community Manager
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LCDR Chris Webster
RC FAO Community Manager
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CAPT Keith Harnetiaux
FAO Senior (O5/O6) Detailer
PERS-473
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LCDR Lyndsay Fatz
FAO Junior (O3/O4) Detailer
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Team DC

VADM Phil Sawyer
OPNAV N3/N5

RDML David Manero
FAO Flag Lead
SDO/DATT London

CAPT Mike Baker
OPNAV N5I3 / FAO Policy

CDR Rich McKnight
Asst. FAO Policy

Team Monterey

CAPT Bernie Wang
SIGS Assistant Dean
Naval Postgraduate School